



MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Proposed Draft of Action Memorandum on
the Mid-career Rotational Program

1. Attached is the draft of an Action Memorandum proposing the regularization of a mid-career rotational program between the Directorates and the Office of Training.

2. For many years, I have been advocating an organized rotational program between OTR and the Clandestine Services. So far as it has gone, it has been successful if we are to take at face value the statements of DDP officers who describe their tours of duty in OTR as a valuable experience in the substance of their professional training and actual competence. Numerous other officers have expressed similar sentiments. Some have mentioned, however, that they wished their tours with OTR could have come at an earlier stage in their service with the Agency so that they could have profited sooner in the application of the experience gained.

3. I have the impression that developments have now occurred within the Agency which, together with the establishment of the Midcareer Program, provide the right combination of circumstances to achieve important advances in the Agency training program and, at the same time, provide reciprocal advantages to the Directorates.

4. It is of central importance that we institutionalize a normal expectancy on the part of any Agency officer of whatever seniority that a tour of duty in the Agency training process may constitute a regular part of his career service with the Agency. The reasons are clear:

a. There is a psychological tendency on the part of other component officers to consider a tour with OTR as an abnormal and unwarranted interruption of their career service specialization.

b. An image has developed with some officers of other Agency components that assignment to Training represents their being sloughed off, disposed of, or judged as less qualified than their component colleagues.

c. There is concern about promotion and future career assignments.

d. Meanwhile, on our side, there is need for rotational assignment to OTR of some younger officers from other components as training instructors. The average age of our current instructor personnel is about the mid-forties. At the same time, we must be in a position systematically to rotate younger OTR officers to other components if they are to be groomed effectively through the experience and career ladder.

5. I can think of no more effective way than that represented by the Midcareer Program to advance on these objectives in view of the fact that the Midcareer Program addresses itself to program planning for Agency officers selected for their quality and potential.

MATTHEW BAIRD
Director of Training

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Attachment:
As stated above

CONCUR:

Date

H. Gates Lloyd
Acting Deputy Director for Support